

Corporate Information As of March 31, 2021

Established

May 10, 1933

Incorporated

May 19, 1948

Capital

¥64,100 million

Number of Employees (Consolidated)

28,254

Common Stock

Issued 206,245 thousand shares

Trading Unit 100 shares

Number of Shareholders 27,848

Stock Listings

Tokyo Stock Exchange,
Frankfurt Stock Exchange

Securities Code

6645

Fiscal Year-End

March 31

Annual Shareholders' Meeting

June

Custodian of Register of Shareholders

Mitsubishi UFJ Trust and Banking
Corporation

Depository and Transfer Agent for American Depositary Receipts

JPMorgan Chase Bank, N.A.

Head Office

Shiokoji Horikawa,
Shimogyo-ku, Kyoto
600-8530, Japan
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Fax: +81-75-344-7001

Major Manufacturing & Development, Sales & Marketing, and Research & Development Centers in Japan

Manufacturing & Development

Kusatsu Office
Okayama Office
Ayabe Office
Yasu Office

Research & Development

Keihanna Technology
Innovation Center

Sales & Marketing

Tokyo Office
Osaka Office
Nagoya Office
Mishima Office

Subsidiaries and Affiliates

OMRON SOCIAL SOLUTIONS Co., Ltd.
OMRON HEALTHCARE Co., Ltd.
OMRON RELAY & DEVICES Co., Ltd.
OMRON SWITCH & DEVICES Co., Ltd.
OMRON AMUSEMENT CO., Ltd
OMRON FIELD ENGINEERING Co., Ltd.
OMRON SOFTWARE Co., Ltd.
OMRON ASO Co., Ltd.
OMRON EXPERTLINK Co., Ltd.

Regional Headquarters

North America

OMRON MANAGEMENT
CENTER OF AMERICA
(United States of America, Illinois)

Europe

OMRON MANAGEMENT
CENTER OF EUROPE
(The Netherlands, North Holland)

Greater China

OMRON MANAGEMENT
CENTER OF CHINA (Shanghai)

Asia Pacific

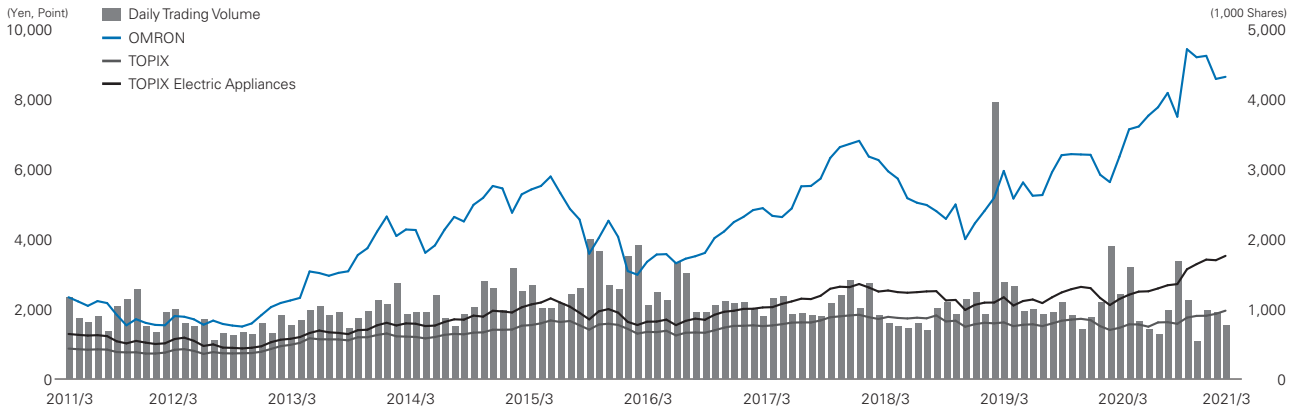
OMRON MANAGEMENT
CENTER OF ASIA PACIFIC
(Singapore)

Korea

OMRON MANAGEMENT
CENTER OF KOREA (Seoul)

Stock Information

Share Price and Volume



* OMRON share prices prior to July 16, 2013 reflect prices on the First Section of the Osaka Securities Exchange. Share prices on July 16, 2013 and later reflect prices on the First Section of the Tokyo Stock Exchange.

Total Shareholder Return (TSR*1)

FY	2016	2017	2018	2019	2020
OMRON	147.9%	191.2%	161.4%	177.4%	269.7%
TOPIX	114.7%	132.9%	126.2%	114.2%	162.3%
TOPIX Electric Appliances	127.0%	157.8%	140.9%	138.9%	234.3%

*1 Represents total investment return to shareholders, combining capital gains and dividends. The calculation of this figure is a required disclosure under Cabinet Office Ordinance. This figure reflects period-end value for fiscal years beginning with fiscal 2016, assuming an investment at the fiscal 2015 year-end closing price.

52-Week High / Low, Volatility*2

FY	High (¥)	Low (¥)	Volatility (%)
2020	10,040	5,330	28.8
2019	6,870	4,410	32.3
2018	6,300	3,740	34.5
2017	7,670	4,385	27.1
2016	5,120	3,045	32.5
2015	5,900	2,742	40.0
2014	5,800	3,365	30.9
2013	4,730	2,213	39.7
2012	2,478	1,436	29.9
2011	2,357	1,381	36.5

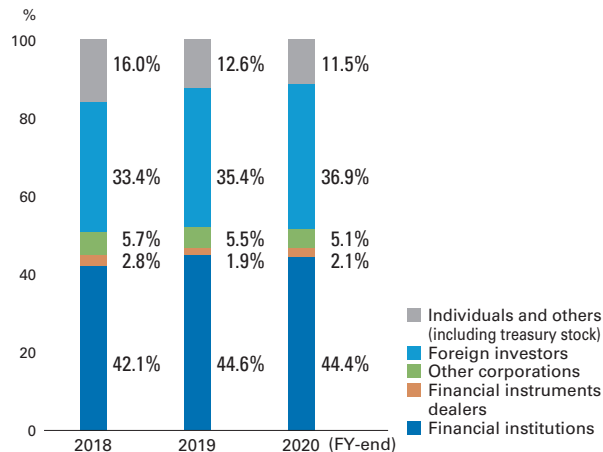
*2 Volatility: Price fluctuation risk expressed in standard deviations

Dividends per Share / Payout Ratio

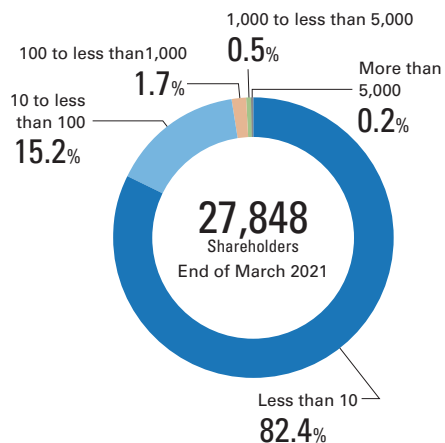
FY	Dividends per Share (¥)	Payout Ratio (%)
2020	84	39.1
2019	84	23.0
2018	84	32.2
2017	76	25.6
2016	68	31.6
2015	68	31.1
2014	71	25.0
2013	53	25.3
2012	37 ^{*3}	27.0
2011	28	37.6

*3 Including ¥5.0 per share of 80th anniversary memorial dividend

Ownership and Distribution of Shares



Shareholder Distribution by Number of Shares Held (Trading unit: 100 shares)

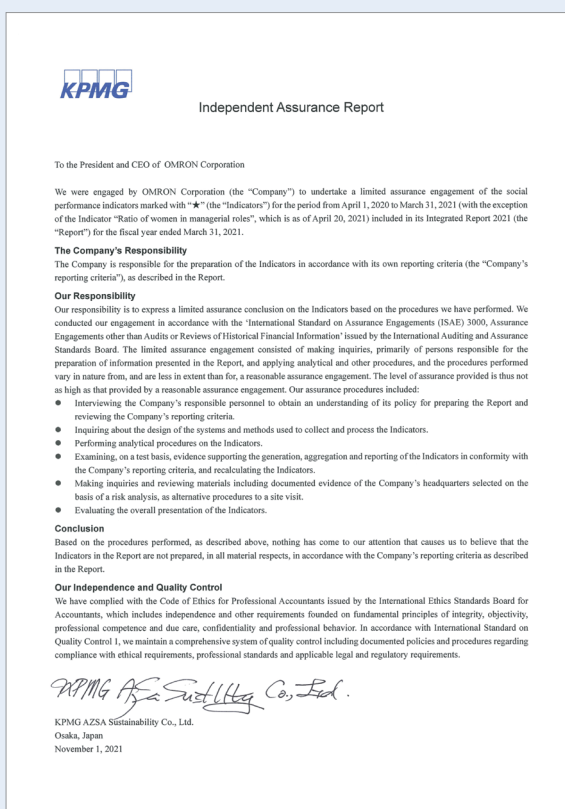


Independent Third-Party Assurances

To enhance the reliability of the information presented in Integrated Report 2021, the following information associated with social and environmental performance provided herein has been assured or reviewed by independent third parties*.

Data subject to independent assurance

- Ratio of non-Japanese in key managerial positions overseas (P16, 112)
- Ratio of women in managerial roles (OMRON Group in Japan) (P16, 112)
- Ratio of employees with disabilities (OMRON Group in Japan) (P16, 112)

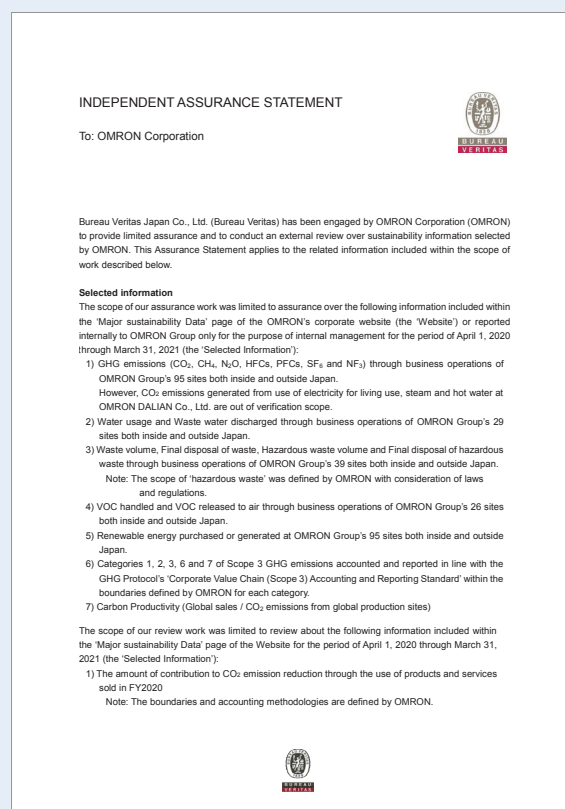


Data subject to independent assurance

- GHG emissions (P16, 22, 73, 112)
- Net sales to CO₂ emissions (P16, 22, 73, 112)

Data subject to independent review

- Environmental contribution (P16, 22, 73, 112)



* KPMG AZSA Sustainability Co., Ltd.
Bureau Veritas Japan Co., Ltd.

Members for Integrated Report 2021

Industrial Automation Company

Hidetaka Kitajima
Takehiko Hioka

Innovation Exploring Initiative HQ

Makoto Ohira
Yoko Kitamura
Hirotaka Ogino

Electronic and Mechanical Components Company

Katsuhisa Suzuki
Naru Yasuda

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Takahiro Iesato
Ryotaro Mori
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OMRON HEALTHCARE

Kaori Iijima
Yoichi Tomita

Global Human Resources and Administration HQ

Nana Itoi
Sachio Inami
Ryota Ueshima
Yoshinobu Kokufugata
Shuji Tatsuoaka
Shin Nakajima
Toshiaki Harada
Yasuteru Yamamoto

Global Risk Management and Legal HQ

Koji Okamoto
Yoshichika Tanabe
Sachiko Yagi

From the Publisher

We prepared this Integrated Report for 2021, a year that passes the baton from the former long-term vision “VG2020” concluded in fiscal 2020 to the next long-term vision starting in fiscal 2022, with focus on three points.

The first was describing the present OMRON’s value generation story structured with combination of “three timelines.” Specifically, the three timelines consist of the “long-term: 10 years,” “medium-term: 4 years” and “short-term: compared to the prior fiscal year.” In the “long-term” perspective, we aimed to express our journey of value generation with a long-term viewpoint by summarizing the former long-term vision, as well as showing the direction of the next long-term vision. Next, we incorporated the “medium-term” perspective into the descriptions of each business in the Business section. We aimed to describe the fact that our assets and abilities cultivated during the four-year period of the former medium-term management plan (fiscal 2017 to 2020) have led to the current growth in each business. Lastly, we secured a role of this report as an annual report by summarizing the “short-term” financial results with a main focus on the fiscal 2020 actual results.

The second was that outside directors and independent Audit & Supervisory Board members respectively took part in the Governance section of this report. Regarding the “Board of Directors’ Effectiveness,” Chairman of the Board of Directors and the lead Outside Director had a conversation. We interviewed Chairman of the Compensation Advisory Committee about the “Compensation Governance,” as well as an independent Audit & Supervisory Board member about the actions taken by the Audit & Supervisory Board and a response to KAM (Key Audit Matters). OMRON has a hybrid governance framework that combines a company with the Audit & Supervisory Board and a Selection Advisory Committee. We have thought that presenting discussions on the effectiveness of governance by outside directors as well as independent Audit & Supervisory Board members will lead to securing further transparency and development of constructive dialogue with the markets.

Finally, from this fiscal year, we clarified each role of the “Business Report,” “Securities Report” and “Integrated Report,” and, at the same time, attempted to link these disclosure statements together in the “value generation story” that combines the financial and non-financial information. While editing this Integrated Report, which is a voluntary disclosure, we mainly focused on complementing the securities report by multilaterally depicting the information leading to the non-financial value with officers’ and employees’ viewpoints. Please read the securities report if you have not yet done so.

We will continue to place great value on dialogue with our stakeholders. We look forward to hearing your honest opinions in this regard.

Publisher and Editor-in-Chief, Integrated Report 2021
Executive Officer Global Investor & Brand Communications HQ

Tsutomu Igaki

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Production cooperation

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